

Delegation: Building Trust to Obtain Results

Audience: Managers who delegate tasks to employees

Total Learning Time: 2-4 hours

INSTRUCTIONAL CONTENT

SIMULATION CONTENT

Module 1: Background Information

Simulation Overview

Learning Objectives:

- Understand the importance of delegation
- Avoid common misconceptions about delegation
- Recognize the difference between activity and productivity
- Fulfill the roles of a delegator
- Understand the characteristics of an effective delegator

Each of the simulations allows you to practice the skills learned in the instructional content. You will enter realistic scenarios in which you will interact with a variety of individuals. By using the knowledge you have gained, you control the outcome of each simulation.

Module 2: Delegating a New Project

Module 2 Simulation

Learning Objectives:

- Use the delegation process
- Identify which tasks should be delegated
- Delegate tasks to the right person
- Give clear directions to delegates
- Monitor a task's progress

In this simulation, you will meet with two Assistant Loan Officers to assign them new tasks. You need to identify each delegate's strengths, give directions to each of them with respect to their new tasks, and provide them with appropriate feedback.

Module 3: Managing a Delegate

Module 3 Simulation

Learning Objectives:

- Identify who is best suited to be a delegate
- Motivate a discouraged delegate
- Build mutual trust with a delegate
- Communicate effectively
- Understand the barriers of communication

In this simulation, you will meet one of the Loan Department's Customer Service Agents. You will review his progress on a new assignment and identify problems that are hindering his success. You will also want to help him formulate a plan to complete his project.

Module 4: Delegating During a Project

Module 4 Simulation

Learning Objectives:

- Avoid common delegation obstacles
- Overcome characteristics and behaviors that are detrimental to delegation
- Delegate difficult personalities to projects
- Identify and avoid non-delegation

In this simulation, you will meet with three Customer Service Agents, all possessing different personalities. You will discuss a plan to reduce the number of past-due accounts. It is crucial for you to delegate assignments to the team and help them identify individual responsibilities.